



**Faculty of Cognitive Sciences and Human Development**

**THE INFLUENCE OF RESILIENCE AND PERCEIVED  
ORGANIZATIONAL SUPPORT ON EMPLOYEE ENGAGEMENT IN  
PUBLIC SECTOR'S ORGANIZATION**

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**Bachelor of Science with Honours  
(Human Resource Development)  
2019**

UNIVERSITI MALAYSIA SAWARAK

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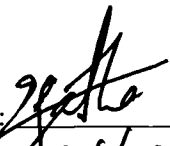
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**THE INFLUENCE OF RESILIENCE AND PERCEIVED ORGANIZATIONAL  
SUPPORT ON EMPLOYEE ENGAGEMENT IN PUBLIC SECTOR'S  
ORGANIZATION**

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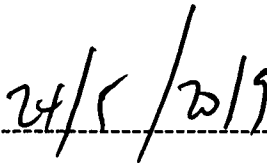
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Bachelor of Science with Honours  
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development  
UNIVERSITI MALAYSIA SARAWAK  
(2019)

The project entitled The Influence of Resilience and Perceived Organizational Support on Employee Engagement in Public Sector’s Organization was prepared by Yeo Ewe Lan and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfilment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

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## **ACKNOWLEDGEMENT**

It took time for me to complete this thesis and it would not be possible for me to do it without the help and encouragement from these people around me.

Above all, I would like to sincerely express my gratitude to my supervisor, Pn Agatha Lamentan Anak Muda for her great patient to guide me to complete this thesis. Her enthusiasm on academic had given me the motivation to complete this research. The advice from Pn Agatha indeed provides me with great emotional supports from initial until the final stage of completing this research.

Furthermore, it is a pleasure to thank my parents for giving me strength and support from financial and psychological aspects. Their encouragement for me through the process of completing this research has driven my motivation to do my best for this research. Their insightful views and comments on this thesis also have broadened my view to improve my language skills to express my idea efficiently.

Subsequently, I would like to thank my friends who help me in any respect during the accomplishment of this project. From the moment that I started my research, they were very supportive and eager in stimulating discussions on the progress of the thesis. Not to mention my roommate for always being there when I need someone to give an opinion regarding my research.

Last but not least, I would like to thank the organization for letting me carry out the research in the organization. This thesis would not have been complete without the help and consideration of the organization.

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## **ABSTRACT**

### **THE INFLUENCE OF RESILIENCE AND PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE ENGAGEMENT IN PUBLIC SECTOR'S ORGANIZATION**

**YEO EWE LAN**

This study aimed to determine the influence of resilience and perceived organizational support on employee engagement in the public sector's organization. This research involves the usage of questionnaire to collect the data. Primarily, a pilot test was carried out by distributing 30 sets of questionnaires randomly to one of the public sectors to examine the validity and reliability of the instruments. The sampling used was simple random sampling. A total of 130 questionnaire were distributed to one of the public sector in Kuching and returned with only 100 sets of questionnaire. The data obtained from the questionnaire were analyzed by using the Statistical Packages for Social Science version 23.0. The research findings illustrate that gender and marital status seems to reject the alternative hypothesis while others hypothesis were being accepted. The findings showed that a significant and positive relationship was found between independent variables and dependent variable. Perceived organizational support was identified as the most dominant factor in relation to employee engagement.

**Keywords:** Resilience, Perceived organizational support, Employee engagement

## **ABSTRAK**

### **PENGARUH DAYA TAHAN DAN SOKONGAN ORGANISASI TERHADAP PENGLIBATAN PEKERJA DALAM SEKTOR AWAM**

**YEO EWE LAN**

*Kajian ini bertujuan untuk mengenal pasti pengaruh ketahanan dan sokongan organisasi terhadap penglibatan pekerja dalam organisasi sektor awam. Kajian ini mengaplikasikan kaedah tinjauan dengan melibatkan penggunaan soal selidik bagi tujuan pengumpulan data. Kajian rintis telah dijalankan dengan mengagihkan 30 set soal selidik secara rawak kepada salah satu sektor awam bagi mengenal pasti kesahan dan kebolehpercayaan instrumen. Kaedah persampelan yang digunakan adalah kaedah persampelan secara rawak. Sebanyak 130 soal selidik telah diedarkan kepada salah satu sektor awam di Kuching, dan hanya 100 set soal selidik yang telah dikembalikan. Data yang diperolehi daripada soal selidik telah dianalisa menggunakan Pakej Statistik untuk Sains Sosial versi 23.0. Keputusan kajian menunjukkan bahawa jantina dan status perkahwinan menolak hipotesis alternative sementara hipotesis lain menyokong. Keputusan kajian juga menunjukkan bahawa terdapat perhubungan signifikan dan positif antara pembolehubah bebas dan pembolehubah bergantung. Sokongan organisasi juga telah dikenal pasti sebagai faktor dominan yang mempunyai pengaruh terhadap penglibatan pekerja.*

**Kata kunci:** *Daya tahan, Sokongan organisasi, Penglibatan Pekerja*

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Study

Recently, the expression “employee engagement” has acquired great attention in discussions on organizational efficacy. With the increasing awareness on the significance of its people as the sources for the organization successfulness, the organizations nowadays turning to human resource to create a crucial approach for the improvement of workplace behavior such as employee engagement in the organization. Furthermore, the increasing demands on the work-life balance, the higher demands on technological advantage, and yet the changing relationship between employers and employees has become the impelling cause that influencing employee engagement (Andrew & Sofian, 2012).

Employee is an important asset in any organization. Employee is the key to organizational success as their engagement will influence their performance in the organization. For this reason, in the past century, employee engagement has become the focus of the competitive marketplace, among consulting firms and the practitioner community (Yong et al, 2013). In addition, employee engagement also seems to become the new practice in human resource that is believe to overcome the uncertainty in the turbulent business environment.

The contemporary organization needs the employees that are energetic and engaged better in their assigned task (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). However, the control over the level of engagement in the organization particularly depends on the relationship that exist between both parties which is employee and the organization themselves. Hence, discovering the drivers for the employee engagement is the crucial steps to understand the initiatives that can strengthen the level of employee engagement in the workplace.



Furthermore, it is the norm for the recent business that the nature of the workplace is rapidly changing and the research by Shin, Taylor, and Seo (2012) has confirmed that employees are important sources that addressing those changes. In western, employee engagement is the most studied topic due to its work-related outcomes in enhancing employee performance and productivity. Due to its crucial role to develop the economic growth of the country, Malaysia also begins to expand the existing literature on the perceived engagement of the employee and utilize it as the sources to retain talent in the organization. This is supported by the research from Afdzal, Aerni, Nur Lyana and Hazril (2018) which mentioned that employee engagement is the sources for retention of talent and it served as a crucial outcome for the talent management process.

Employee engagement is the positive organizational outcomes linked to resilience (King, Newmans, & Luthans, 2015). Resilience is the belief to have the fundamental role in handling “positive stress”. Moreover, resilience can also be classified as having both an adverse and positive response to events such as a promotion or new work responsibilities (Bardoel, Pettit, Cieri, & McMillan, 2014). In the organization, the employees need to cope with both challenges and possess additional skills in order to successfully navigate through workplace adversities (Malik & Garg, 2017). Consequently, individual that have high resilience tend to engage better in their work.

Apart from that, support from the organization also seems to be considered as the elements that create favorable outcomes which contribute to better engagement, performance, and citizenship (Eisenberger and Stinglhamber, 2011). Perceived organizational support refer to the employee’s believes in such a way that their contribution is being appreciated as well as the extent to which their needs are recognized by the organization (Abed & Elewa, 2016). In addition, research on work engagement declared that engaged employees are “highly energetic, self-efficacious individuals who exercise influence over events that affect their lives” (Murthy,

2017). Thus, employees that perceived high work engagement seems to have a more favorable attitude, and create positive feedback in term of recognition that they received in the organization.

In general, the working culture in public sector is also different from the private sector. This can be shown from the organizational structure that is more to hierarchical level as compared to the private sector. For this reason, all policies, rules, and procedures regarding all aspects are highly rigid, clearly stated and well documented. Thus, the study on employee engagement that addresses at the public sector is important as it reflects the government performance and their quality of service.

Therefore, this study aims to determine the influence of resilience and perceived organizational support on employee engagement in the public sector.

## 1.2 Problem Statements

Employee engagement acts as a key business driver to strive for development of the organization especially in the competitive marketplace nowadays. It not only affect employee loyalty, productivity, and retention, but it also acts as the key customer satisfaction's indicators and overall stakeholder value. Despite its significant role for the organizational success, Malaysia seem to be reported to have among the lowest rank of employee engagement whereby in overall, only 63% of employee engaged in their job as compared to neighboring Indonesia (76%) and Philippines (71%) as reported in Aon Trends in Global Employee Engagement (HR Asia, 2018). This issues usually occurs when the employee feels that there is no opportunity for growth in the organization and the job does not meet the expectation of the employee. Thus, it creates the gap between employees and the organization in which insecurity in their future career contribute to low work engagement.

Besides, the report from The Sun Daily also stated that average job turnover in Malaysia per employee is 2 ½ years which is a very short period (Yeong, 2017). Employee turnover is usually associated with low work engagement in the organization. This phenomenon has become common among the millennial workforce who tends to strive for challenging yet stable jobs. Millennials are the generation that believes in self-actualization which means that they are the first to leave stable jobs to strive for their dreams if they are given the right circumstances.

In Malaysia, the existing literature particularly on employee engagement were mostly focused on the private sector (Yong et al, 2013; Ruswahida, Aminul, Idris, 2014). There is only few research reveals on the significant role of employee engagement in the public sector which is also often known as the red tape organizations (Yousaf, Zafar & Ellahi, 2014) that usually have excessive rules and regulations that could constraints employee's behavior (Kjeldsen & Hansen, 2018). In the public sector, the possibility to face stress and burnout is higher

especially when the employees need to work under pressure to maintain productivity and the key performance index.

Moreover, prior research state that as one of the dimensions in psychological capital, resilience seems to have a stronger positive relationship with engagement (Meintjes & Hofmeyr, 2018). However, there are no conclusive findings stated that there is a relationship between resilience in the absence of other dimensions of psychological capital such as optimism with employee engagement across varies industries.

Apart from that, the dynamic business environment nowadays unconsciously develop the employee expectation that the organization concern about their well-being and appreciate their contribution towards the organization. Employee well-being will reflect the positive attitudinal state that forms the positive behavioral outcomes in conjunction with performance (Johanim, Faridahwati, Tan, Khulida & Zurina, 2018). Thus, the degree of perceived organizational support in the public sector can, therefore, affect the level of employee engagement in the organization.

Therefore, the motivation for this study is to address these problems and to fill the gap in which extent that factors associated with employee engagement in the public sector will contribute to the economic growth of the organization.

### **1.3 Research Objective**

#### **1.3.1 General Objective**

To determine the relationship between resilience and perceived organizational support with employee engagement in public sector.

#### **1.3.2 Specific Objectives**

- i. To determine the difference in the level of employee engagement based on gender in public sector.
- ii. To determine the difference in the level of employee engagement based on marital status in public sector.
- iii. To determine the difference in the level of employee engagement based on age in public sector.
- iv. To determine the relationship between resilience and employee engagement in public sector.
- v. To determine the relationship between perceived organizational support and employee engagement in public sector.
- vi. To determine the contribution of resilience on employee engagement in public sector.
- vii. To determine the contribution of perceived organizational support on employee engagement in public sector.

#### **1.4 Research Questions**

1. What is the difference in the level of employee engagement based on gender in public sector?
2. What is the difference in the level of employee engagement based on marital status in public sector?
3. What is the difference in the level of employee engagement based on age in public sector?
4. What is the relationship between resilience and employee engagement in public sector?
5. What is the relationship between perceived organizational support and employee engagement in public sector?
6. What is the contribution of resilience on employee engagement in public sector?
7. What is the contribution of perceived organizational support on employee engagement in public sector?

#### **1.5 Research Hypothesis**

**H<sub>a1</sub>: There is a significant difference in the level of employee engagement based on gender.**

Research by Shukla, Adhikari, and Singh (2015) indicate that women perceived a high level of work engagement as compared to men. However, Garg (2014) proved that male and female are equally engaged.

**H<sub>a2</sub>: There is a significant difference in the level of employee engagement based on marital status.**

Jani and Balyan (2016) mentioned that marital status of the employees can influence their perceived engagement in the organization. In addition, research by Wesley and Krishnan (2013) also stated that engaged employees were mostly married employees who better involved in their task as compared to unmarried employees.

**H<sub>a3</sub>: There is a significant difference in the level of employee engagement based on age.**

Garg (2014) indicates that various age groups of the employee will vary in term of work engagement. Similarly, a study by Jani and Balyan (2016) also confirmed that different age groups have a different level of engagement toward the organization. Sharma, Goel, and Sengupta (2017) in their study also found that vigour, dedication, and absorption as the components in employee engagement also varies among the age groups of the employees at such that employee engagement increase with age.

**H<sub>a4</sub>: There is a significant relationship between resilience and employee engagement.**

Bakker and Demerouti (2008) found that resilience is positively associated with employee engagement. Besides, Noraini and Aizzat (2011) in their research also declared that resilience is positively interrelated with work engagement. The previous study done by Wang, Li and Li (2017) in an IT company also indicate that correlation exists between resilience and work engagement. Apart from that, research by Mache et al (2014) also proved that resilience is positively linked to work engagement. The previous study done by Mase and Tyokyaa (2014) also confirmed that resilience has a strong positive relationship in relations to employee engagement.

**H<sub>a5</sub>: There is a significant relationship between perceived organizational support and employee engagement.**

Dai and Qin (2016) indicate that there is the positive impact that strengthen the relationship between organizational support and employee engagement. When there is support from the organization, the employees will strengthen their feeling of being part of the organization which then resulted in they perceived a higher degree of engagement. Similarly, Abdul, Abdus, and Rizwan (2014) also indicated that perceived organizational support can positively impact employee engagement. Besides, research by Mathumbu and Dodd (2013) also found that a strong correlation exists between organizational support and employee engagement.

**H<sub>a6</sub>: There is a significant contribution of resilience on employee engagement.**

Mache et al (2014) found that there is a significant contribution of resilience which acts as a personal resource towards employee engagement. In their research, Noraini and Aizzat (2011) also confirmed that resilience was found to have a positive correlation and is contribute significantly to work engagement. Similarly, research by Dai, Zhuang, and Huan (2018) also indicates that resilient employees will have the low tendency to leave the organization and thus will have better work engagement.

**H<sub>a7</sub>: There is a significant contribution of perceived organizational support on employee engagement.**

Research by Meintjes and Hofmeyr (2018) shows that perceived organizational support contribute significantly towards employee engagement. This findings also have been supported by previous studies which claimed that perceived organizational support is statistically significant towards employee engagement. Employees that receive support from the